

17 June 1959

MEMORANDUM FOR THE RECORD

SUBJECT: Remarks of Mr. Bissell in
CSR Course

On 16 June Mr. Richard Bissell addressed participants in the CSR Course, speaking without visible notes for seventy minutes in a manner evincing deep thought and conviction, ~~he~~ talked on the subject of "Directions of Change." His remarks are outlined below:

DIRECTIONS OF CHANGE

1. Organization

A. Program for Greater Efficiency

The Director's program for greater efficiency and the task force established under this program were discussed. The purpose of the program, among others, is to cut the size of the Agency, particularly at Headquarters. External pressures being exerted in this direction were noted, including those from Congress, Bureau of the Budget, and the limitations of the new building. However, mere personnel reductions are not the aim of this exercise. A hard look must be taken at organization, procedures, tasks, and mission. DCI is not going to make arbitrary personnel cuts and is reconciled to bulging out of the new building, so he wants this exercise to be meaningful in other ways.

B. General Comments

Mr. Bissell says he cannot escape the conviction that the Clandestine Services Headquarters is too large. If DD/S components supporting DD/P are added, the Headquarters

25 YEAR RE-REVIEW

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25X1 to field ratio is [redacted]
25X1 [redacted]
25X1 [redacted]

A month ago

DD/P made a preliminary report on this problem and will continue to give it intense study.

C. Principal Conclusions

25X1 Excessive reviews of decisions must be eliminated and greater delegations of authority made downward and outward. At present, proposals are reviewed in almost unchanged details at up to eleven successive levels (using as an example an initiative from a base in [redacted]). Recognizing that CIA has unusual problems in this respect since details are often critical, Mr. Bissell nevertheless believes techniques of management must be devised for broader delegations so that fewer and larger problems are passed up for review. A typical project reaches PRC with at least twenty-five signatures. This is a symbol of how to make life slow and difficult.

Roles of senior staffs must be modified. They should be shrunk in size with a reduction of interest in current operations and a shift to problems of policy, programs, doctrine, techniques, methods, etc. This is already in progress. Last October divisions got authority to approve small projects [under \$10,000] which comprise 75 to 80 per cent of the total number of projects. However, we still need clearer delineation between staff and line responsibilities.

The project approval system must be simplified and presentations less detailed.

D. Program Concept

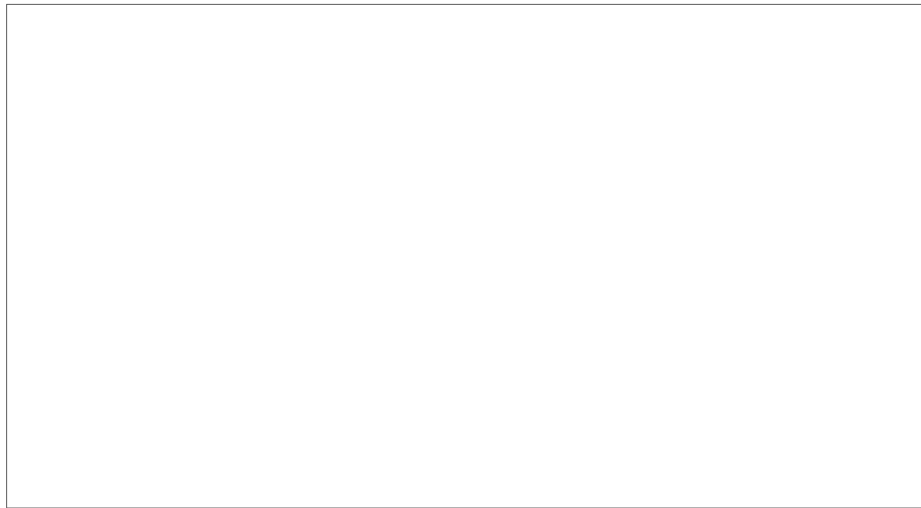
Techniques must be devised for thinking in terms of larger units of activity. DD/P now has a programming process but it has really been used for budget justifications. If more delegations are to be made on details, then ways must be found for readily surfacing important

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problems for higher echelons. Programs must become meaningful guides and operational patterns within which details are decided at lower levels.

Present categories of activity in our programs are hardly useful for executive action. They are:



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Financial allotments should follow these broad categories instead of being made by projects. Decisions can then be made in terms of the operational pattern established in the program instead of by individual project.

2. External Problems

We now have too much detailed coordination and discussion with external agencies. His remarks were then directed to State, both here and in the field. While we must demonstrate acceptance of State's policy guidance and their analysis of political hazards involved in our operations, we must, nevertheless, quietly and diplomatically reassert more independence on matters in our own province. A clandestine service must be the guardian of its own security and in the final analysis the judge of its own activities.

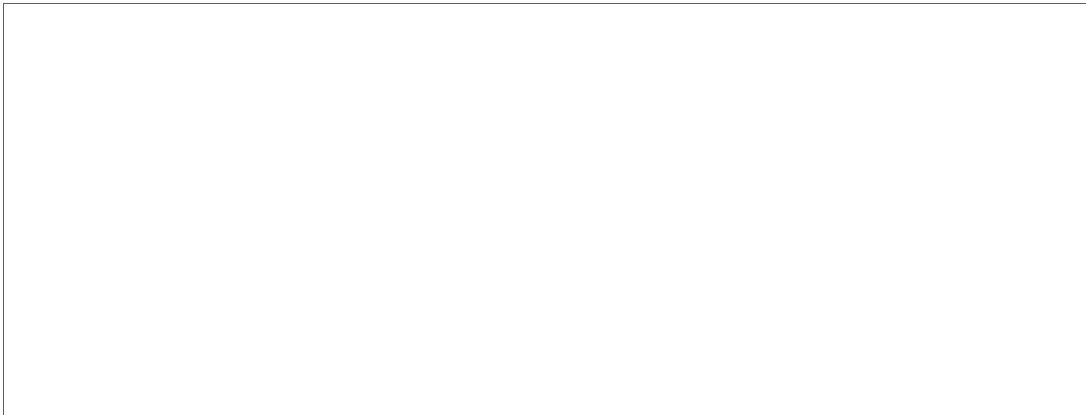
3. Operations

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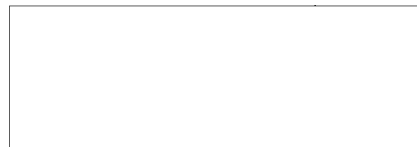
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Increased importance of S&T--use of technical methods and emphasis on scientific intelligence as a product of intelligence collection. Mr. Bissell characterized some of the current political reporting as a "flood of gossip" and said when political reporting exceeds a given volume on any topic or locality, the law of diminishing returns sets in. He felt a high priority will continue for hard evidence collected by technical means and also for Soviet scientific and technical trends, and he emphasized that DD/P must expand vigorously and rapidly its technical competence.



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